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Factors Influencing Worker's Intention to Re-accept Seasonal Employment

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Abstract

The aim of this paper is to explore the factors that influence seasonal workers' intentions to re-accept seasonal employment in the following year in Dubrovnik-Neretva County, Croatia. The analysis is based on dataset drawn from the Seasonal Employment Survey undertaken annually by Dubrovnik regional office of Croatian Employment Service for the period 2013-2015. Binariness of the dependent variable and longitudinal character of the dataset imposed probit regression as a research method. Personal characteristics that turned out to be important in making the mentioned decision were age, educational level, experience, part of the County in which individuals work. Furthermore, wage level, theoretical and practical requirements of the job, as well as teamwork are workplace characteristics that influence worker's intentions of re-accepting the job in the following year. As a final point, satisfaction with the supervisor and workplace satisfaction are statistically significant factors that positively affect intentions to take the same seasonal job next year.

Keywords: *Employee loyalty, Seasonal employment, Turnover*

Track: *Management & Leadership*

Word count: 6.236

1. Introduction

In the last two or three decades, employment contracts have evolved to be more “casual” than they used to be, with growing number of temporary and non-standard contracts in the labour markets (Ineson et al., 2013; Ainsworth and Purss, 2009; Burgess and Connell, 2006). Seasonal employment is one of the “casual” employer-employee relationships that is very common in the labour market of Dubrovnik – Neretva County, mostly due to seasonal variations in tourism. Employment in tourism is unique and different compared to other industries with informal and casual labour being its structural element (Aykaç, 2010). Employers mostly rely on a small share of permanent, core staff and a large number of peripheral seasonal labourers what makes tourism industry unattractive to workers. However, there are always employees that choose seasonal employment for various reasons – earnings, suitability or even lack of other opportunities.

Looking from the employers' side of the view - hiring workers only through few hectic months reduces costs during the off-peak season. Additional costs reduction could be achieved by retaining the seasonal staff each year by enhancing workers' loyalty and commitment. Employers can benefit from employees' loyalty, even if they were just seasonal workers, since large labour turnover may be costly in terms of education and training (Hinkin and Tracey, 2000; Barlow, 2003; Davidson et al., 2010). Heskett et al. (1994) developed a model, which emphasises the importance of worker's loyalty and suggests that satisfied and loyal employee contributes to high-quality service and subsequently to high customer

satisfaction and customer loyalty.

Analysing patterns of seasonal employment and creating suitable recruitment policies can influence business success by reducing seasonal labour shifts and related costs and by improving both individual and organisational performance. The vast amount of researchers explored the link between employee loyalty, turnover intentions, employee attitudes and satisfaction (Chen and Wallace, 2011; Kazlauskaite et al., 2012; Stum, 1998; Ting, 1996), but despite recognised importance of the issue, there has been a lack of studies of this kind in Croatia. The aim of this paper is to explore the factors that influence seasonal workers' intentions to (re)accept seasonal employment in the following year in Dubrovnik-Neretva County. The study is useful for employers to understand seasonal workers' attitudes and values in order to derive policies and strategies to retain loyal seasonal workers.

This paper is divided into five sections. Following this introduction, the second section provides the selected literature review. The methodology is discussed in the third section, while the fourth presents research results and the discussion of findings. The final section of the paper draws certain conclusions and directions for future research.

2. Literature preview

Performance of human resources is the critical factor of business sustainability, especially in the service sector, which is highly labour intensive. To maintain competitiveness in a rapidly changing and fiercely competitive environment firms must continually struggle by developing and investing in their human capital (Sharpley & Forster, 2003; Zopiatis & Constanti, 2007).

Variations in tourism and its annual peaking during a few weeks or few months can be a burden on the destination labour resources (Mitchell and Murphy, 1991). Seasonal fluctuations in demand present an on-going problem for managers regarding recruitment and retention of full-time employees usually because temporary employees are provided with only a little teaching and training (Butler, 1994; Yacoumis, 1980).

Retaining the employees is crucial for the business as an organisation can spend more time in creative, productive processes and less time training people (Vasquez, 2014). This dependence on human resources requires efficient management practices that would motivate workers to perform at an optimum level (Ogbeide & Harrington, 2011; Zopiatis & Constanti, 2007). Baum (2007) suggests that successful firms in the luxury market segment already recognised the importance of human resources and its connection to customer satisfaction – therefore, they tend to place more attention to development and management of people.

Seasonal workers have commonly been characterised as less committed, less reliable, lower skilled and lower performing (De Gilder, 2003). However, a seasonal employee who is re-engaged over some time may develop a sense of identification with the organisation despite the fact that he/she is employed in a short-term (Ainsworth and Purss, 2009). Employee's loyalty can contribute to better performance of a firm and consequently to a higher level of customer satisfaction (Heskett et al., 1994; Yee, Yeung and Cheng, 2010).

Different types of organisations and industries face very different average turnover and retention rates. Unnecessary turnover represents the leakage of human capital and Davidson et al., (2010) emphasise its reduction as an element of critical importance to bottom-line performance. Sun et al. (2007) divide potential factors affecting labour turnover in Chinese hotel industry into two categories: hotel workplace and work environment, and personal needs and self-satisfaction. The factors that cause a high level of turnover can be grouped into few categories such as dissatisfaction with salary, benefits and job opportunities (Lo and Lam, 2002); inappropriate management of company staff (Kim et al., 2010; Lo and Lam, 2002);

and job stress and burnout (Chalkiti and Sigala, 2010; O'Neill and Xiao, 2010; Pizam and Shani, 2009).

After a thorough literature analysis Linz, Good and Bush (2011, p. 7) provide three basic constructs of worker's loyalty:

- loyalty as measured by the degree of organisational commitment and engagement;
- loyalty as measured by workplace tenure or seniority;
- loyalty as an emotional attitude or a reflection of a worker's values.

Within an industry, employees can be divided into different subgroups based on their attitudes towards seasonal jobs as well as on their behaviour as seasonal workers (Lee and Johns, 1995). Those individual attitudes have an essential role in deciding whether to accept or not to accept the same job in the following year. Gallagher and McLean Parks (2001) emphasised that seasonal workers might feel committed to tasks they performed (job commitment), and toward their career (occupational commitment) all of which may have positive influence to re-accept the previous seasonal job.

Some of the studies found that individual characteristics, such as age, gender and educational level, could affect workers' perception about their work environment and influence turnover intention in tourism (Emiroğlu et al., 2015). Franek and Večera (2008) suggest that individual differences may influence the level of satisfaction with the work environment and in that way they could also influence workers' intentions to remain in the same organisation. Older employees show lower turnover intentions revealing a negative relationship between two variables (Emiroğlu et al., 2015; Carbery et al., 2003; Kim et al., 2010; Karatepe et al., 2006;). Besides age, some research findings of demographic characteristics influence on turnover intentions show that gender and marital status also has a significant effect on intention to leave a workplace (Emiroğlu et al., 2015; Carbery et al., 2003; Karatepe et al., 2006;). Furthermore, Carbery et al. (2003) concluded that the people with low educational level have a lower turnover intention, whereas some of the studies found a negative relationship between these variables (Karatepe et al., 2006).

Robbins and Judge (2007) highlighted that some aspects of work itself could influence worker's satisfaction and a feeling of belonging to the place of work. Power of financial rewards is one of the frequently explored elements affecting organisational commitment (Jawahar and Stone, 2011; Till and Karren, 2011; Whiting and Kline, 2007). Already Charles and Marshall (1992) found that increased wages could motivate hotel workers. Moreover, researchers (Albattat and Som, 2013; Carbery et al., 2003) found linkages between wage and turnover intentions showing that low wage strengthens the plan to leave the current workplace. Ineson, Benke and Laszlo (2013) also found that salary promotes loyalty, but it was surprisingly low-ranked among other elements that influence loyalty.

Jawahar and Stone (2011) emphasised the importance of intangible factors that influence employee loyalty such as good workplace relationships and respect for the supervisor. Several authors (Bloemer and Odekerken-Schröder, 2006; Chen, 2001) acquired the similar results about the work environment and human interactions. Becker (2002) noted the link between job satisfaction and commitment to workgroups. Furthermore, Ineson, Benke and Laszlo (2013, p.34) explored the employee loyalty in Hungarian hotels and concluded that "the work environment, ambience and people are the most important contributors to loyalty". The authors clustered the factors into five groups:

- (1) Commitment to management and the company;
- (2) job conditions;
- (3) personal benefits;

- (4) service element and location and
- (5) career and status.

Similar results are found by Chalkiti and Sigala (2010) for the tourism industry in Greece. The authors suggest that level of unemployment rates, the variety of tourism offerings, the seasonal nature of tourism, individual attitudes towards tourism-related employment, and career advancement all affect the degree of employee turnover. The study by Yang et al., 2012 reveals that intrinsic motivations (e.g., job responsibilities, job challenges and sense of achievement) and the employees' extrinsic motivations (e.g., a reasonable level of salary, promotion opportunities) can increase job satisfaction and strengthen employee commitment to the organisation.

3. Some stylised facts about Dubrovnik-Neretva County and its seasonal employment

Croatian Employment Service¹ reports that the number of seasonal workers in the County has been continuously increasing from 2011 (in average 11,6% per year) reaching the number of 4629 seasonal workers in 2015, the highest absolute value in the mentioned period (CES, 2013-2015). Trends in seasonal employment are shown in Table 1.

Month	2011	2012	2013	2014	2015
January	12	11	4	28	18
February	32	38	43	50	94
March	148	239	244	381	514
April	622	862	818	1.283	1.206
May	850	971	1.127	1.069	1.169
June	568	662	748	880	815
July	292	350	384	383	343
August	71	68	84	94	154
September	115	41	50	198	71
October	177	256	178	146	189
November	11	11	18	8	28
December	13	5	10	16	28
UKUPNO	2.911	3.514	3.708	4.536	4.629

Source: CES (2011, 2012, 2013, 2014, 2015)

The data in the previous table suggest that there are almost no (or just some) employment activities in November, December and January while the highest seasonal employment intensity had been in May until 2013 and since 2014 even in April. This situation implies earlier start and longer duration of tourist season in the last few years. Due to increased demand, many facilities have an earlier seasonal opening; especially in hospitality sectors (but also in retail) what, at the same time, means earlier staff recruitment. This tendency is the realisation of the continuous efforts to prolong season and consequently, to increase tourism revenue in the County.

The following Table 2 shows the trends of seasonal employment by CES offices in Dubrovnik

¹ Croatian Employment Service (CES) is national employment agency with a regional branch in Dubrovnik-Neretva County (central office is in Dubrovnik and others are in Ploče, Metković, Korčula and Lastovo).

– Neretva County.

Year	DNC (Total)	DUBROVNIK	KORČULA	LASTOVO	METKOVIĆ	PLOČE
2011	2.911	1.287	713	46	567	298
2012	3.514	1.616	891	50	611	346
2013	3.708	1.689	940	41	690	348
2014	4.536	2.087	1.017	54	981	397
2015	4.629	2.108	1.027	60	1.052	382
Total	19.298	8.787	4.588	251	3.901	1.771

Source: CES (2011, 2012, 2013, 2014, 2015)

According to previous indicators, the majority of seasonal employment in the 2011 – 2015 period has been done through central CES office in Dubrovnik (8787 workers or 45,6%). At the same period, Korčula office employed 4588 persons (23,8%), followed by Metković office with 3901 workers (20,1%), office in Ploče with 1771 workers employed (9,2%) and Lastovo office with 251 workers (1,3%) employed during the season.

The highest average increase of 17,5% in the mentioned period has been noted in the Metković area (moreover, seasonal employment in 2014 increased by 42,2% compared to previous year). In Dubrovnik, seasonal employment has been increasing by the rate of 13,7% per year, on average. At Korčula area it increased by the rate of 10,1%, on average. The lowest rate of seasonal employment increase has been in the area of Ploče (6,7%) and Lastovo (8,4%).

Analysing the dynamics of County's seasonal employment by CES offices, there is a visible difference in employment peaks. In the extremely tourism-oriented parts of the County (wide area of Dubrovnik, west part of Pelješac and Korčula) seasonal employment peaks a whole month earlier compared to other, less tourism oriented, parts of the County (Metković and Ploče). Hospitality sector primarily employs local labour force while in the second recruitment phase employs workers from the more distant areas of the County as well as from the other parts of Croatia. This kind of behaviour is rational recruitment behaviour since employing the workforce from distant areas includes extra costs (accommodation, food, etc.).

The following Table 3 shows the gender structure of seasonal employment in Dubrovnik – Neretva County.

	DNC	DUBROVNIK	KORČULA	LASTOVO	METKOVIĆ	PLOČE
Total	19.298	8.787	4.588	251	3.901	1.771
Male	8.375	3.779	1.938	107	1.836	715
Female	10.923	5.008	2.650	144	2.065	1.056

Source: CES (2011, 2012, 2013, 2014, 2015)

Females make the majority of the seasonal labour force in the 2011 – 2015 period - out of 19298 workers employed in the County, 56,6% were females and 43,4% males. Very similar gender structure was in the area covered by Dubrovnik, Korčula and Lastovo CES offices while in the area of Ploče CES office discrepancy was the highest (59,6% of females and 40,4% of males). At the area covered by Metković CES office, the gender difference was the lowest where 52,9% of the employed were females, and 47,1% were males.

4. Methodology

Data used in this research come from the Seasonal Employment Survey in Dubrovnik-Neretva County for the period 2013-2015. The Survey is undertaken annually by Dubrovnik regional office of Croatian Employment Service (CES).

Questionnaire of the Survey was designed by CES Regional Office in Dubrovnik and consists of two parts

- The first one provides data on the general characteristics of the seasonal workers such as gender, age and education.
- The second part of questionnaire provides data on the specific aspects of individual's seasonal employment. Questions in this section are designed to explore the level of wages, satisfaction with wages, satisfaction with supervisors, staff and workplace. Furthermore, this part provides information on the required effort to perform a job and information on the channel through which workers found their job. The second part of the questionnaire has been changed every year (Table 5 provides the list of variables in each year).

Datasets characteristics are shown in Table 4.

Table 4. General sample characteristics			
	2013	2014	2015
Number of observations	422	403	367
Gender			
Male	45,5%	43,5%	49,0%
Female	54,5%	56,5%	51,0%
Age			
15-29	50,2%	52,5%	54,0%
30-39	25,6%	25,4%	21,0%
40-49	14,0%	15,7%	14,4%
50-65	10,2%	6,5%	10,6%
Education			
Elementary and secondary	90,0%	85,4%	85,8%
Higher education	10,0%	14,6%	14,2%
Part of Dubrovnik – Neretva County			
Dubrovnik	45,0%	45,2%	33,0%
Metković, Ploče, Korčula and Lastovo	55,0%	54,8%	67,0%
Intention of accepting the same seasonal job in the following year			
Yes	55%	51%	44%
No, or one does not know	45%	49%	56%

Source: CES (2013-2015)

Table 4 shows that approximately half of the examinees stated that they had the intention to accept the same job in the following year. To explore which factors influence that decision, the function for the whole 2013-2015 period was established as follows:

Intention of accepting the same job in the following year = f(gender, age, education, horizontal educational mismatch, wage level, part of the County)

Dependent variable takes the value one if a person has an intention to work the same job in the following year. Binarity of the dependent variable and longitudinal character of the dataset imposed panel probit regression as a research method. The choice of independent, explanatory variables was limited gender, age, level of education, educational mismatch, level of the wage and the part of the County, as those were the only variables repeating in each year of the Survey. The specific model is:

$$P(Y_{it}=1 | X_{it}) = F(\beta_1 + \beta_i X_{it})$$

Where $P(Y=1 | X)$ means the probability that an event occurs for $i = 1 \dots n$ panels. In this case that would be the probability that worker will be willing to accept the same job in the following year given the values of the explanatory variables X_i .

Employee's loyalty and its determinants are also examined more thoroughly for each year separately. Probit analysis was also used, but in this case, additional explanatory variables describing different aspects of a workplace are included. A function explored for every year was:

Intention of accepting the same job in the following year = f(gender, age, education, horizontal educational mismatch, wage level, part of the County, different aspects of seasonal employment)

$$P(Y=1 | X) = F(\beta_1 + \beta_i X_i)$$

The mentioned equation will explore how the probability that worker will be willing to accept the same job in the following year depends on satisfaction, workplace requirements, teamwork or creativity. Besides gender, age education, variables included in the model (different aspects of seasonal employment) are listed in Table 5.

Table 5. Variables in the model		
Variable	Year	Values
Horizontal educational mismatch	2013 2014 2015	1 – Yes 0 - No
Part of the County	2013 2014 2015	1 – Dubrovnik 0 – Ploče, Metković, Korčula, Lastovo
Wage	2013 2014 2015	1 – Higher than 5000 HRK 0 – Less than 5000 HRK
Reasons for accepting current seasonal job		
Loving it	2013	1 – Yes 0 - No
Short-term earning possibility	2013	1 – Yes 0 - No
Work necessity	2013	1 – Yes 0 - No
Experience	2013 2014	1 – Less than a year 0 – More than a year
Channel of employment		

CES	2013 2014	1 – Yes 0 – No
Job application process	2013 2014	1 – Yes 0 – No
Personal acquaintance	2013 2014	1 – Yes 0 – No
Psychical effort	2013	1 – High levels of psychical effort needed to perform a job 0 – Low levels of psychical effort needed to perform a job
Professional knowledge	2013	1 – High levels of professional knowledge needed to perform a job 0 – Low levels of professional knowledge needed to perform a job
Theoretical knowledge	2014	1 – High levels of theoretical knowledge needed to perform a job 0 – Low levels of theoretical knowledge needed to perform a job
Practical knowledge	2014	1 – High levels of practical knowledge needed to perform a job 0 – Low levels of practical knowledge needed to perform a job
Communicativeness	2014	1 – High levels of communicativeness needed to perform a job 0 – Low levels of communicativeness needed to perform a job
Teamwork	2014	1 – High levels of teamwork needed to perform a job 0 – Low levels of teamwork needed to perform a job
Creativity	2014	1 – High levels of creativity needed to perform a job 0 – Low levels of creativity needed to perform a job
Working seasonally for the first time	2015	1 – Yes 0 – No
Satisfaction with the permanent staff	2015	1 – High 0 – Low
Satisfaction with the supervisor	2015	1 – High 0 – Low
Satisfaction with the workplace	2015	1 – High 0 – Low

Source: CES (2013, 2014, 2015)

Some of the variables shall be explained in more details:

- Horizontal educational mismatch represents a situation in which individual works in a profession that differs from her/his field of education (for example economist working as a waiter).
- The county is divided into two parts: Dubrovnik and the rest of the County since Dubrovnik dominates in employment with almost half of the seasonal workers in the County.
- Variable Wage is grouped keeping in mind the average Croatian wage, which is somewhat larger than 5000 HRKs.
- The authors also grouped variable Experience dividing labour market entrants and those with more experience.
- Channel of employment shows in which way individuals found a current seasonal job. They could have found it through Croatian Employment Service; they could have found it entirely on their own by applying for a vacancy or through some personal contacts. Those three ways of finding a job are included in the model as three dummy variables as it is

described in the previous table.

5. Research results

The results of analysis of the employees' loyalty determinants are shown in Table 6. The first column represents the general elements that influence loyalty explored for the whole three years period. Other columns represent results for 2013, 2014, 2015 respectively and include additional variables, depending on their availability in each year.

	2013-2015	2013	2014	2015
Constant	-.2280502**	-.2887533	-.1955505	-1.899113
Gender # age				
Male # 30 – 39	-.0175193	.0051055	-.1136254	.1374282
Male # 40 - 49	.5391794*	.6261122***	.1868572	.8069964
Male # 50 - 65	.7741459*	.7614947**	1.094665**	1.16669*
Female # 15 - 29	.0611816	.103486	.241011	.0016468
Female # 30 – 39	.3636916*	.3159602	.5036603**	.4377068
Female # 40 - 49	.5397158*	.5580968**	.6558711**	.3049568
Female # 50 - 65	.5968052*	.9147497*	.2312908	.5493482
College education	-.3924208**	-.5283828	-.3760853	-.497585***
University education	-.6351549*	-.6226637**	-.9487463*	-1.0194*
Horizontal educational mismatch	-.0299617	.2487814***	-.0026057	-.150986
Part of the County	.1897717**	-.0424242	.5225582*	.5462544*
Wage level	.3932971*	.3160849***	.0883188	.3801066***
Reasons for accepting current seasonal job				
Loving it		1,130129*		
Short-term earning possibility		.6377456**		
Work necessity		.4924072*		
Experience		-.1003622	-.314321***	
Channel of employment				
CES		-.5755751*	-.0405497	
Job application process		-.5649507*	-.3309582	
Personal acquaintance		-.4795133**	-.2872167	
Psychical effort		-.4518931**		
Professional knowledge		.4377596*		
Theoretical knowledge			.7509411*	
Practical knowledge			-.3803838**	
Communicativeness			-.2920254***	
Teamwork			.3092908***	
Creativity			-.0368709	
Working seasonally for the first time				-.2581609
Satisfaction with the permanent staff				.3265064
Satisfaction with the supervisor				1.24713*
Satisfaction with the workplace				.4237477***

Insig2u	-6.94747			
sigma_u	.031001			
rho	.0009601			

Source: Research results

Notes: *,**,*** significant at 1%, 5% and 10% respectively

The previous table reveals that the decision on accepting the same seasonal job in the following year depends on numerous factors. The results suggest that there is a higher possibility that both males and females older than 40 will be more willing to take the same seasonal employment in the following year. Finding supports previous researches such as Carbery et al. (2003), Karatepe et al. (2006) and Kim et al. (2010), suggesting that turnover intention of older employees is low. The possibility of finding a more permanent job decreases with individuals age. People that already may have family responsibilities are more willing to work, even if the jobs were seasonal. The coefficients on reasons of accepting a current job also support this thesis.

The experience turned out to be statistically significant in one of the equations implying that the individuals with less than a year of experience will less probably accept the same job in the following year. Labour markets entrants are usually young people with higher job turnover and individuals willing to experiment in the labour market to establish labour market position.

Educational attainment is another element influencing the decision to accept seasonal job repeatedly – the higher the educational attainment of an individual is, the lower is the possibility that he/she will be willing to accept the same job in the following year. Carbery et al. (2003) also found that lower educated individuals have a lower turnover intention. The possible explanation for such a situation could be higher professional expectations of graduates. In other words, graduates may expect to find a more permanent, more challenging employment, with higher professional requirements and more suitable to their qualifications than the seasonal job is.

Results suggest that there is a higher possibility that workers employed by the office in Dubrovnik will be loyal to employers than their counterparts in other parts of the County will. This finding could be because Dubrovnik is the leading tourist area in the County with the better wage structure than in the rest of the County. Almost half of the seasonal workers are receiving a wage that is more than 4000 kunas while only a third of examinees in the rest of the County do so (Table 7). Average Croatian wage is somewhat larger than 5000 kunas.

Wage in Croatian kunas	Dubrovnik	Rest of the County
Up to 3000	11,0 %	29,5 %
3000 - 3999	37,1 %	39,5 %
4000 - 4999	30,2 %	20,0 %
5000 and more	21,7 %	11,0 %

Source: CES (2013, 2014, 2015)

Wage is always a work-motivating element and, in this paper, it is also found to be an essential element influencing the decision on re-accepting seasonal employment. The lower the wage is, the lower is the possibility that the seasonal employee will be loyal to the employer which complies with the part of literature supporting the thesis that low wage strengthens turnover intention (Albattat and Som, 2013; Carbery et al., 2003).

Theoretical and practical job requirements are found to be an essential element that influences individuals in their decision-making on being loyal to the employer. It turns out that people are less likely to re-accept the jobs that require psychical effort and practical knowledge comparing to jobs that require theoretical knowledge.

Finally, positive coefficients on teamwork variable and satisfaction variables indicate that satisfaction with the supervisor and workplace could influence the decision to re-accept the job in the following year meaning that satisfied worker is a loyal worker.

6. Concluding remarks

Optimal performance of human resources is the crucial factor of maintaining firm's competitiveness in a rapidly changing and fiercely competitive market. The reliance on people requires efficient management practices that would provide incentives to labourers to perform at their best. Satisfied and loyal employees contribute to high-quality service and subsequently to high customer satisfaction and customer loyalty.

The labour market in Croatia, especially Dubrovnik-Neretva County, has many challenges. It is strongly affected by seasonality, which makes employers dependent on a small number of permanent, core staff and a significant share of peripheral, seasonal staff. Consequently, high levels of labour turnover occur and there is a loss regarding investment in human capital. Retaining good workers is essential for the firm's development as an organisation can spend less time and money in training the staff. Previous studies revealed that employees' intrinsic and extrinsic motivations could increase job satisfaction and strengthen their loyalty. Thus, reducing turnover intentions and related organisation's costs could contribute to the development of customer loyalty. Faced with the challenge of providing the environment where employees are satisfied with their place of work, organisations need to create a high level of employee commitment.

The aim of this paper was to explore the factors that influence intentions to (re)accept seasonal employment in the following year. Already descriptive statistics revealed that about a half of examinees have the intention to accept the same job in the following year. Personal characteristics that turned out to be important in making that decision were age, educational level, experience and the part of the County in which individuals work. It seems that workers with low educational attainment, older than 40 and living in Dubrovnik will probably re-accept seasonal employment next year. Considering the characteristics of the workplace, wage level, theoretical and practical requirements of the job, as well as teamwork are the elements that influence person's decision on accepting the same seasonal job again. Also, the significant and positive effect on re-accepting seasonal employment has satisfaction both with the supervisor and with the workplace. Research results also show that providing an excellent and team working atmosphere could affect worker's intentions to re-accept the job in the following year. Therefore, this study embraces the potential in helping organisations and managers to understand issues in the workplace better so that retention rate increase together with employee loyalty.

The findings should be considered in the light of the research limitations. Limited sampling, covering just Dubrovnik – Neretva County, may affect the generalisation of findings. The

research could be extended by including more countries and more variables of interest. The findings of this study reveal several crucial relationships such as satisfaction with the supervisor and workplace satisfaction could influence intentions to take the same seasonal job. Employers' benefits from this study is a better understanding of seasonal workers' attitude and values to derive policies and strategies aimed at retaining loyal seasonal workers. Overall, the results of the study will serve as foundations for more comprehensive research in future. Future research sample should be extended by including other regions or Counties, as well as other temporary workers. The research findings may be useful to organisations to recognise the factors affecting the job satisfaction in seasonal employees to foster attitudes that are more positive and increase the level of commitment.

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